

## STUDY OF EMPLOYEE ENGAGEMENT –CASE OF MANUFACTURING SECTORS

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### ABSTRACT

Employee engagement is the level of involvement and commitment an employee has towards his/her organization and its values. It is a measure of an employee's positive or negative attitude towards their job, colleagues and organization which influences their willingness to learn & perform at work. Engagement is linked to three essential forces in the organization – productivity, profitability and attrition. Ultimately the productivity is what is expected by the company from employees. An engaged employee performs what is expected of him and have his focus and goal clear and brings success to the organization. Profitability results from actively engaged workforce. What company looks for are committed and sincere and loyal employees who can perform their job efficiently with all role clarity. Employee engagement has a direct impact on the employee's productivity, loyalty, commitment and less attrition. The organization as a whole benefits from employees that are loyal, committed, productive, and engaged.

The paper aims at finding the employee engagement in manufacturing industry, and finding out the relationship between employee engagement and organizational performance and reduced attrition.

Nearly 600 white collared employees and 600 blue collared employees and 50 HR managers, located in Maharashtra and Gujarat, from different manufacturing industries selected on a random basis sampled for the study.

It was found that the degree of employee engagement strongly correlates with organizational culture, open communication with supervisors, empathetic attitude of the superiors towards the employees, recognition of one's contributions towards the organizational goals, and freedom to participate in the decision making process, safety measures in the organization and HR policies related to training and development, compensation and benefits and career development. This ultimately results in loyal employees, reduced attrition and increased performance and productivity.

### Contribution of the Paper

Study developed a model which will help in better implementation of engagement strategy for improving performance and retention. The study covers both white collar and blue collar employee for better understanding at both levels in emerging markets like India. This is the first such study involving both segment of manufacturing units

**KEYWORDS:** Employee Engagement, Job Satisfaction, Organization Culture, Manufacturing

### INTRODUCTION

#### Employee Engagement

Employee Engagement is an emerging phenomenon which should be strictly taken care of by the managers in the present scenario of business environment. The managers should be keen to identify whether employees are engaged or

disengaged in their work environment, since disengagement or alienation can be the principal problem of workers for their lack of motivation and commitment. Meaningless work is often associated with detachment and apathy from one's own work. In such conditions, individuals are thought to be estranged from their selves. Other researches using a different resource of engagement (involvement and enthusiasm) have linked it to such variables as employee turnover, customer satisfaction -loyalty, safety and to productivity and profitability criteria.

### **Drivers of Employee Engagement**

As employee engagement is essential for any organization to improve the organization performance, let us see what the drivers to increase the employee engagement are. Drivers are the elements which are formed or initiated by the HR department of the organization, which help increase the employee engagement and so the employee satisfaction. Basically employee engagement is the key factor which helps increase the employee satisfaction and also it helps utilizing the full potential of the employees. Engagement factors are divided under following 6 basic categories i.e Work, People, Policies and practices, Reward, Opportunity, training, quality of life.

### **Employee Performance**

The link between job satisfaction and job performance has controversial history 1924-1933 Hawthorne studies (Naidu, 1996; Branham, 2005 and Neeraj Kumari 2011) helped researchers to be aware of the link between performance and satisfaction. Since the Hawthorne studies, numerous researchers have critically examined the idea that a happy employee is a productive employee. Iaffaldano and Muchinsky (1985) surveyed and found a weak job satisfaction and job performance. On the other hand, Organ (1988) in his research discovered that because of the narrow definition of job performance, a stronger connection between performance and satisfaction was not found. Organ (1988) believed that when the definition of job performance expanded to include behaviours such as organizational citizenship (the extent to which one's voluntary support contributes to the success of an organization) the relationship between satisfaction and performance will improve. Judge, Thoreson, Bono, and Patton (2001) discovered that after correcting the sampling and measurement errors of 301 studies, the correlation between job satisfaction and job performance increased to 30 percentages. It is important to note that the connection between job satisfaction and job performance is higher for difficult jobs than for less difficult jobs (Saari and Judge, 2004; Judge, and Kammeyer-Mueller; 2008 Neeraj Kumari 2011 and Sirgy, 2012)..

Researcher Michelle Jones (2006) analyzed three studies that included 74 separate investigations of job satisfaction and job performance in 12,000 workers, in 2006. She stated, 'The conclusions drawn by these researchers, and many others, indicate the presence of a positive, but very weak, relationship between job satisfaction and job performance.' Jones argued that we have been measuring the wrong type of satisfaction. Instead of job satisfaction, we should be looking at the link between overall satisfaction with life and output at work (Bright, 2008). In this study, Jones stated that the more satisfied someone is with their life in general, the more productive they will be in their jobs.

### **STATEMENT OF PROBLEMS AND NEED FOR STUDY**

There is a paucity of research in the area of employee engagement and well being of employees in emerging markets like India. Measurement and its impact of both variables is studied by very few researchers. This is very important for the successful growth in Manufacturing sector, the main asset of the organization i.e. employees need to be taken care of. When they are taken care well, it improves their well being and satisfaction. These employees will be more productive and loyal and play a vital role towards fulfilling the goal of organization.

As Employee engagement and well-being have become one of the key challenge/ activity which need to be managed to achieve organization goal, *there is need to map and measure these and also establish the link between these with organizational performance.*

## LITERATURE REVIEW

### Employee Engagement Definition

Employee engagement has been defined as "an individual employee's cognitive, emotional and behavioural state directed toward desired organizational outcomes" (Shuck and Wollard, 2010,). Employees who are engaged exhibit attentiveness and mental absorption in their work (Saks, 2006) and display a deep, emotional connection toward their workplace (Wagner and Harter, 2006; Kahn, 1990). The field of employee engagement is burgeoning as companies pour resources into developing a more engaged workforce. Many organizations believe that employee engagement is a dominant source of competitive advantage and thus, have its reported ability to solve challenging organizational problems such as increasing workplace performance and productivity amid widespread economic decline (Macey and Schneider, 2008; Macey et al, 2009). Research had expanded this belief, suggesting that organizations with high levels of employee engagement report positive organizational outcomes; a small bright spot in an otherwise bleak financial forecast (Kular et al, 2008; Harter et al, 2002; Shuck and Wollard, 2010).

Well-cited studies from scholars such as Maslach et al. (2001), Harter et al. (2002) and Saks (2006), conceptualized the concept of engagement as a positive psychological construct but do not explore what engagement is from an employee's perspective. Macey and Schneider (2008) and Macey et al. 's (2009) models provide a theorized structure for developing engagement but fall short of exploring how employees might react to alike structures. This gap overlooks an important part of the engagement experience: the individual employee's unique experience of their engagement. Unfortunately, the lack of research focused on an employee's experience of engagement and documented declining levels of engagement come at a time when organizations across the globe are searching for strategies to engage their workforce (States, 2008; Gebauer and Lowman, 2008).

### Employee Engagement and Productivity

Engaged employees have consistently been shown to be more productive on most available organizational measures (Richman, 2006; Fleming and Asplund, 2007; Wagner and Harter, 2006), it is conservatively estimated that less than 30 per cent of the global workforce is engaged (Harter et al, 2002, 2003; Saks, 2006; Wagner and Harter, 2006). Moreover, less than 20 per cent of employee's report any level of confidence in their current manager's ability to engage them (Czarnowsky, 2008). Not surprising, employee engagement is reported to be on a continued decline worldwide (Bates, 2004; Blessing White, 2006).

According to *Swanlatha and Suresh krishna (2013)* there are three factors which foster employee engagement and productivity - *Achievement*: The vast majority of employees want to achieve something important and meaningful at work. They want to learn and develop their skills and capabilities and they want to be rewarded and recognized for their efforts; *Camaraderie*: Employees enjoy working productively with others while developing healthy interpersonal relationships. How manager interact with his/her team is very important in motivating employees to go above and beyond; *Equity*: Employees want to be treated fairly when it comes to pay and benefits, daily treatment given to them and physical and psychological safety. When these basic needs are met, employees were highly engaged and enthusiastic at work. Performance orientation mediates the relationships between intention to quit and organizational citizenship as per study of

Krishnan Sandeep K and Singh Manjari (2010). Engagement has the potential to significantly affect employee productivity loyalty and retention as well as a key link to customer satisfaction(Preeti Thakur,2014)

### **Engagement and Job Satisfaction**

Organizations strongly desire job satisfaction from their employees (Oshagbemi 2003). As human resource play an important role in organization performance, Organization try to keep employees satisfied. Satisfied employees will give better performance in optimal time which ultimately leads to increase profits. Organizations that desire to improve their customer satisfaction must be concerned about internal issues related to employee's satisfaction and view their employees as customer too (Harter et al, 2002, Angenheime et al, 2007). Employee's behaviour is critical and poor treatment of customers may directly impact on their image (Hunter, 2006). Social relationships and psychological factors are the main causes of job satisfaction and productivity in employees (Robbins, 2002). The cognitive aspect of engagement includes employees' belief and trust about the management, organization and working conditions are important for job satisfaction. The emotional components defines employees positive attitude, how they "feel" about their employer, Organisation's values, leaders and working conditions (Towers Perrin, 2003; Robinson et al. 2004).

Job satisfaction, engagement is considered a voluntary emotional commitment that can be influenced by peer/supervisor/organizational support, mutual trust and personal enthusiasm (Ologbo and Saudah, 2011; Bakker and Demerouti, 2007; Schaufeli and Salanova, 2007; Saks, 2006). Job satisfaction is the extent to which employees use work as a source of fulfilment of their needs, by which they feel comfortable and avoid feelings of dissatisfaction. It does not encompass employees' relationship with the work itself (Maslach et al. 2001).

According to Safdar and Ajmal (2011) study in the Public Sector Organizations there is link between job satisfaction, job retention and job performance. The employees were generally satisfied with their jobs. This study has explored a relationships showing large effect size correlations ( $r = 0.52$ ) between job satisfaction and job performance. At the same time study of Thiagarajan, and Renugadevi, (2011) explores performance orientation, organizational deviance, and organizational citizenship behaviour as outcomes of intention to quit of Indian IT professionals. Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement, career development opportunities are particularly important and that performance improvement should champion work life balance, these practices are useful to increase engagement. As per study of Suresh Babu (2013) human resource is a great asset involving various factors like job satisfaction and organizational commitment towards retaining the employees. Therefore, employee engagement is about building a great relationship with the work force.

### **Engaement and Worklife Balance**

Work engagement is most often defined as ".a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption" (Schaufeli, Salanova, González-Romá, & Bakker, 2002, Schaufeli & Bakker, 2010,). The employees who are proactive and committed to high quality performance standards are needed. They need employees who are engaged with their work (Bakker & Leiter, 2010). Employees want to work in the organizations where they find meaningful work. The researcher has also proven that employers now realize that by focusing on employee engagement, they can create more productive and efficient workforce(Markos and Sridevi, 2010). Highly increasing work load and working hours that is the primary demand of Indian organizations. Many Family-friendly organizations feel the need for

work/ life balance which include recruitment and retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance(Nimita,2014)

## IDENTIFICATION OF VARIABLES

Based on the literature review and gap analysis helped to identify the independent and dependent variables for study It is given below:

**Table 1: Dependant and Independent Variables**

Independent Variables	Dependent Variables
<ul style="list-style-type: none"> <li>Trust level of organisation,</li> <li>Quality of product for customer satisfaction,</li> <li>Co-operation among the seniors, peers and subordinates</li> <li>Physical work environment</li> <li>Work life balance and security of job</li> <li>Psychological well being and organisation's respect and value</li> <li>Autonomy and freedom to express opinion</li> <li>Relationship with co-workers and senior management</li> <li>Temperature and noise level in work environment</li> <li>Canteen facilities provided</li> <li>Financial facilities given for employee welfare.</li> <li>Medical facilities given to employees and their family</li> <li>Canteen facilities provided</li> <li>Rewards and recognition</li> <li>Pay and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Job satisfaction</li> <li>Job involvement</li> <li>Sense of accomplishment</li> <li>Well being of employees</li> <li>Individual performance</li> <li>Organization performance</li> <li>Job involvement and liking for job</li> <li>organisation's respect and value towards Sense of accomplishment</li> <li>Training and development</li> <li>Career opportunities</li> <li>Rewards and recognition</li> <li>Pay and benefits</li> <li>Trusting immediate boss</li> <li>Co-workers, team work and approachable seniors</li> </ul>

Research is carried out in manufacturing sectors for white collar and blue collar employee.

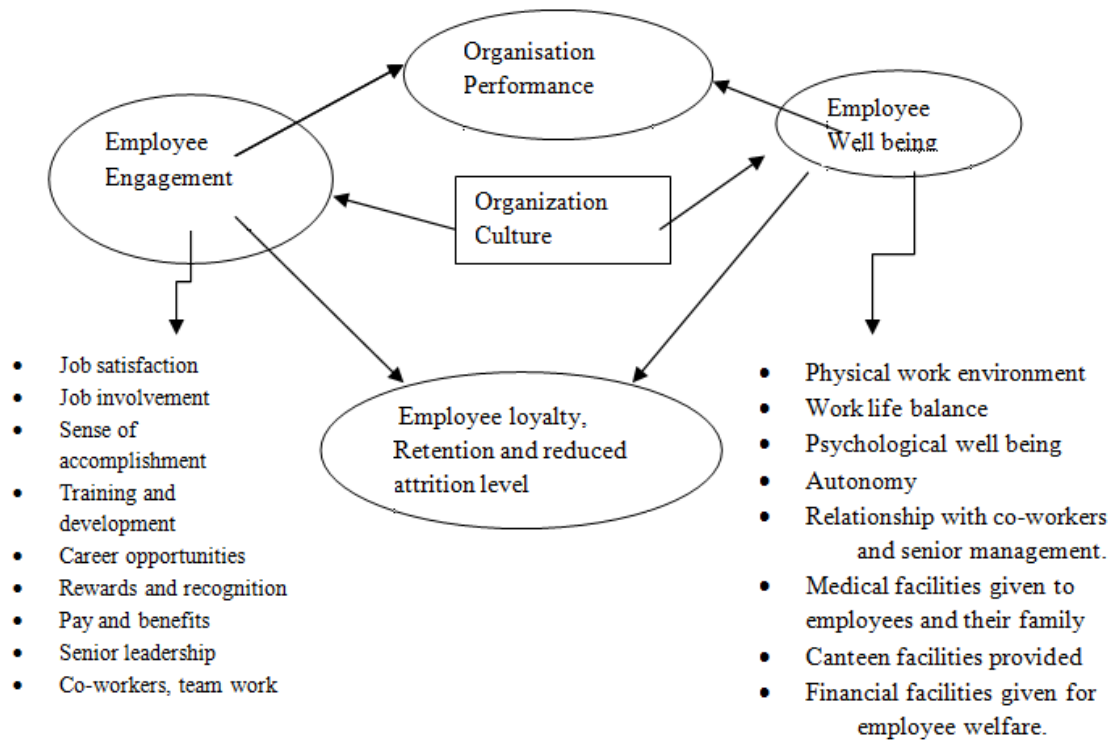
## CONCEPTUALIZATION OF MODEL

The study established a Conceptualization Model which connects following outcomes of the research:

i). Employee engagement is an essential activity to achieve organisational goal ii). Employee engagement improves employee well-being iii). Employee well-being directly effects employee behaviour and performance iv).Employee engagement can be enhanced objectively thereby employee well-being can be enhanced v). Organisational culture plays pivotal role in achieving and enhancing employee engagement & employee well-being vi).Employee engagement and employee well-being breeds employee loyalty vii). Employee engagement and employee well-being

enhanced employee retention viii). Employee engagement and employee well-being reduces attrition ix). Employee engagement and employee well-being has direct impact on organisational performance x). Employee engagement enhances employee well-being but employee wellbeing can also be independent of employee engagement

Based on inputs from research a Conceptual model shown below was established which clearly exhibits various relations matrix between the independent and dependent variables established for the research.



**Figure 1: Conceptual Model**

Keeping these variables in mind the following objectives are taken for study:

## OBJECTIVES

There have been numerous studies carried out by HR professional and HR Consulting firms, through which they have been able to establish Employee Well-being and Employee engagement as two variables directly linked to third variable i.e. organizational performance. But there is no measurement process or tool designed yet which can establish quantitative relationship between Employee Engagement and organization performance. Therefore, following objectives are taken for research:

- To analyse the Existing Employee engagement levels and how to improve the same.
- To analyse how Employee Engagement affects the organization culture & organisation performance.

## DEVELOPING HYPOTHESES

In confirmation of each of the objectives mentioned before, the following hypotheses are proposed. The hypothesis will be tested under inferential statistics. Employee wellbeing and its linkage to organization performance result into parameters for measuring the well-being through employee engagement.

### **Hypothesis 1: Employee Engagement Improve Employee Well Being Thereby Improve Employee Loyalty & Retention and Reduces Attrition**

Employee engagement policies of the organization makes employee feel that the organization cares for his/her concerns about personal welfare and congenial work environment which enhances his/her well-being making him/her belong to the organization termed as loyalty. This emotional relationship between employee and organization improve retention through reduced attrition and enhances organization performance in terms of productivity & profitability.

### **Hypothesis 2: Employee Engagement Improves Organisation Culture Thereby Improves Organization Performance**

Employee engagement improves employee well-being which drives employee's dedication and devotion to the role assigned. Employee engagement initiatives are aimed at improving organization culture in terms of welfare of employees and congenial work place.

## **METHODOLOGY**

### **Research Design**

Study is conducted involving blue and white collar employee from thirty manufacturing companies. In addition manufacturing heads are also interviewed. The questionnaire was distributed to 1030 respondents. After receiving responses from respondents each form was checked for filter the completed forms and reconnect the respondents for to receive response to incomplete forms over the phone call for saving time. Forms furnishing irrelevant information and suffering inconsistency in information was rejected.

### **Questionnaire Construct**

Keeping the objective and variables in mind questionnaire is prepared for pilot testing. Pilot Study was carried out for validation in terms of relevance of the hypothesis of objectives. Questionnaire forms was coded and numbered. After Pilot Study questionnaire was fine tuned. Questionnaire was constructed having Close and Open ended. Close ended questions at the beginning and open ended questions in the later part of Questionnaire.

### **Sample Design**

50 HR Heads of Manufacturing Industry were contacted. 600 White Collared Tech & non Tech Employees of Manufacturing Industry were contacted and 600 Blue Collared Tech & non Tech Employees of Manufacturing Industry were contacted. The data was collected using receiving answers to Questionnaire through Personal meeting, electronically i.e. Mail, Web based questionnaire and telephonically.

**Table 2: Demographics Analysis**

Employees	Gender		Mean Age	Mean Experience	Total
	Male	Female			
<b>HR head/ Managers</b>	30	20	--	--	50
<b>White collared employees</b>	390	210	26-35 yrs	2-3 yrs	600
<b>Blue collared employees</b>	366	234	26-35 yrs	6-10 yrs	600
<b>Total</b>	786	464			1250

HR managers are interviewed to study the HR policies of different Organization. White collared employees and blue collared employees were interviewed in person/ telephonically, told to fill the questionnaire in person and online.

Sample size is adequate as per formula of Kerrie and Morgan (1970).

### Processing of Data

After Pilot Study questionnaire was fine tuned. The questionnaire was distributed to 1250 respondents. After receiving responses from respondents each form was checked for filter the completed forms and reconnect the respondents for to receive response to incomplete forms over the phone call for saving time. Forms furnishing irrelevant information and suffering inconsistency in information are rejected. The data so collected was analysed in SPSS version 20 using different statistical tools to establish relationship between variables and validity of hypothesis.

## RESULTS

The result is divided in to descriptive and inferential analysis.

### Descriptive Analysis

Out of 600 blue collared employees 366 are male and 234 are females. The male: female ratio is 61:31. While for white collared employees, 390 males and 210 females participated in the survey ranging from 21 yrs to 55 yrs of age group. The mean age for both the employees is 26 to 35 years. The mean experience of white collared employees in the Organization is 2 years to 3 years while for blue collared employees it is 6 years to 10 years. White collared employees / executives and managers tend to switch their job frequently i.e. in 2 to 3 years while most of the stick to one Organization i.e. more than 4 yrs which is 32% of all employees. This indicates that they are loyal to Organization which is because of so many reasons like job satisfaction, employee engagement and other policies which are in benefit of employees. Out of 600 employees nearly 290 employees i.e. 46.5 % employees had prior experience. The mean age of experience is 2.66 and the median year of experience is 3 years.

*The second part of the analysis is to find out the satisfaction level among the employee.* When asked to white collared employees, out of 600 employees 80.8 % employees feel satisfied while working with the organization and in case of blue collared employees 77.8 % employees feel satisfied. Feeling satisfied while working for the organization is important because it indicates the employees' basic needs are getting fulfilled and he is happy with the rules and regulations and the policies of the organization.

When asked the employees about their goals and objectives, only 41 % of the white collared employees know the organization goals and objective while nearly 59 % does not know about it. This question was specifically asked to white collared employees only as they are engaged mostly in office / desk work and the hierarchy is mostly well defined in the organizations and so every employee is told his key areas of responsibilities which are in alignment with the organization goal. Again it shows how an employee is engaged in Organisation goal with his/ her personal goal. But unfortunately only 41% employees know the organization goal. The next question was asked about the leadership in organization, whether employees trust their leadership and do the leaders live the core value of organization. This is an important question from the organization point of view as it depicts the leadership is well managed and widely accepted by all the employees and they are happy with their senior leaders and would like to work under them and would like to refer the leaders as their role model. It not only will increase their efficiency but also their trust level towards leaders and organization too. Ultimately it will result in healthy relationships between Leaders and employees and will help in maintaining the wellbeing of employees, i.e. psychological well-being. It will ultimately result in increase in organization performance. Nearly 75 % of



blue collared employees have confidence in their organization leaders and their satisfaction level is 78.3 percentages. However White collar employee satisfaction level is 75.5 percentages.

### Inferential Analysis

The past decade has witnessed a sharp increase in scientific studies on engagement (Albrecht, in press; Bakker, Schaufeli, Leiter & Taris, 2008). This research had shown that engagement is related to bottom line outcomes such as job performance (Halbesleben & Wheeler, 2008; Bakker & BAL, 2010), client satisfaction (Salanova, Agut & Peiro, 2005), and financial returns (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009a; Demerouti & Cropanzano, 2010). Research has revealed that engaged employees are very energetic, self-efficacious individuals who exercise influence over events that affect their lives (Bakker, 2009). With their positive attitude and activity level, employees, who are engaged, create their own positive feedback, in terms of recognition, appreciation and success. It can be true that engaged employees do feel tired after a long day of hard work, but they describe their tiredness as a rather pleasant state as it is resulted in positive accomplishments. Lastly, engaged employees enjoy other things outside work. Engaged employees do not work hard because of a strong and irresistible inner drive, but because for them working is fun (Gorgievski, Bakker and Schaufeli 2010). Our results on employee engagement is given in table 3

**Table 3: Employee Engagement Factors**

Sr. No.	Factor	Blue Collared Employees (%)	White Collared Employees (%)	Combined (%)
<b>Organization Culture</b>				
1.	Trust level of organization.	28.9	14.3	21.6
2.	Quality of product for customer satisfaction.	50.5	50.05	50.5
3.	Co-operation among the seniors peers and subordinates.	64.35	50.05	57.2
<b>Work Environment</b>				
4.	Safety measures taken by organization.	35.75	57.20	46.47
5.	Physical working conditions.	57.20	57.20	57.2
6.	Temperature of work place.	64.35	64.35	64.35
7.	Noise control at work place.	64.35	71.5	67.92
8.	Regular inspection of the plant and machinery to avoid the hazards organized by organization.	71.5	71.5	71.5
9.	Are the seniors easily approachable?	71.5	57.20	64.35
10.	Do you have a freedom to express your opinion without any negative consequences?	28.6	57.20	42.9
<b>Work in the Organization</b>				
11.	Do you feel that you can trust your supervisor?	42.9	57.20	50.05
12.	Do you like your job?	71.5	57.20	64.35
13.	Do you think that your job is secure?	71.5	57.20	64.35
14.	How do you rate your present job with the skill set you have?	71.5	71.5	71.5
15.	How will you rate organization's respect and value towards you?	71.5	57.20	64.35

The factors related to work culture: work environment and the relationship with the employees surrounding you in organization play a crucial role in employee engagement. When asked about Trust level nearly 28.9 Blue collared and 14.3 white collared employees answers for organisation... Quality of product for customer satisfaction is better is agreed by nearly 50.5 % of the employees. Nearly 57.2 % of all the employees think there is better co-operation among the seniors, peers and subordinates. About the work environment some questions were asked. The result is shown in figure and the

table above. Overall the work environment is properly maintained and they can perform their work comfortably in the environment. Overall 60% employees are happy with the work environment. *This confirms our hypothesis H1* Some of the questions were asked about their perception about the job they are doing and their surroundings. 64.35% employees said that their seniors are easily approachable. 42.9 employees said that they have freedom to express their opinion without any negative consequences. 50% employees trust their supervisor, 64.35 employees like their job and feel their job is secure. 71.5 % employees think that their job matches with their skills and knowledge so they can complete their job effectively. 64.35 % employees feel that organization respect them value them as its effective employee. *This confirms our Hypothesis-2*. A further factor analysis was done to determine the important factors affecting employee engagement in manufacturing sector:

### Factor Analysis

**Table 4: Component Matrix Final**

Facotes Affecting Employee Engagement	Factor Value
Trust level of organisation	.765
Quality of product for customer satisfaction.	.787
Co-operation among the seniors peers and subordinates.	.735
Safety measures taken by organization.	.821
Physical working conditions.	.756
Temperature of work place.	.744
Noise control at work place.	.714
Do you feel that you can trust your supervisor?	.705

### DISCUSSIONS

The main variables which directly affect the employee engagement for white and blue collared employees are given below:

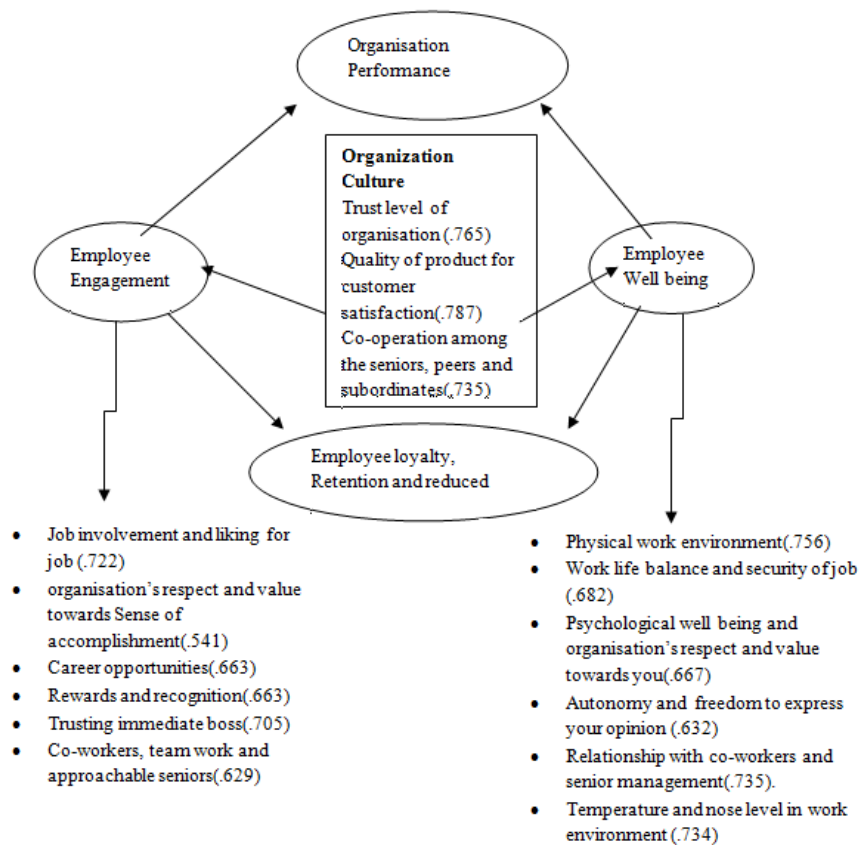
*The factors related to work culture:* work environment and the relationship with the employees surrounding you in organization play a crucial role in employee engagement.

On being asked about Trust level nearly 28.9 Blue collared and 14.3 white collared employees' answers of organisation, while for Quality of product for customer satisfaction is better and is agreed by nearly 50.5 % of the employees. Nearly 57.2 % of all the employees think there is better co-operation among the seniors, peers and subordinates. Responding to work environment they responded that overall the work environment is properly maintained and they can perform their work comfortably in the environment. Overall 60% employees are happy with the work environment. On being asked about their perception about the job they are doing and their surroundings 64.35% employees said that their seniors are easily approachable, 42.9 employees said that they have freedom to express their opinion without any negative consequences, 50% employees trust their supervisor, 64.35 employees like their job and feel their job is secure, 71.5 % employees think that their job matches with their skills and knowledge so they can complete their job effectively, 64.35 % employees feel that organization respect them value them as its effective employee. *This confirm our hypothesis-1 and 2*

### Related to Model

The Study revealed that Employee well-being need not be either due to Employee engagement objectives of the organisation or connected to the organisational culture, as this can be also due to limited personal needs and low esteem of the employee such as: Distance between office and home, Lack of ambition for career growth, Stable job even if lower salary, Salary drawn enough for survival and meet family needs etc. The study established that Organisation culture is very essential component for achieving: High employee morale, Consistent, efficient employee performance, Team cohesiveness, Competitive edge derived from innovation and customer service.

The study further reveals that the Organisational culture is great contributor to achieving and enhancing Employee engagement and thereby Employee Well-being levels in an organisation. Based on inputs from research a Conceptual model shown below was established which clearly exhibits various relations matrix between the independent and dependent variables established for the research. Therefore, we validate the model as given below:



**Figure 2**

The factors related to work culture; work environment and the relationship with the people surrounding you in organization play a crucial role in employee engagement. When asked about Trust level nearly 28.9 Blue collared and 14.3 white collared employees answers affirmatively. Quality of product for customer satisfaction is better is agreed by nearly 50.5 % of the employees. Nearly 57.2 % of all the employees think there is better co-operation among the seniors, peers and subordinates. About the work environment some questions were asked. The result is shown in figure and the table above. Overall the work environment is properly maintained and they can perform their work comfortably in the environment. Overall 60% employees are happy with the work environment.

Some of the questions were asked about their perception about the job they are doing and their surroundings. 64.35% people said that their seniors are easily approachable. 42.9 people said that they have freedom to express their opinion without any negative consequences. 50% people trust their supervisor, 64.35 people like their job and feel their job is secure. 71.5 % people think that their job matches with their skills and knowledge so they can complete their job effectively. 64.35 % employees feel that organization respect them value them as its effective employee.

## CONCLUSIONS

The Study has used the Employee engagement data of existing employee engagement of targeted manufacturing industries to analyze and define employee engagement criteria. The Study further establishes connection between Employee engagement and organization culture and its impacts on Organizational performance in terms of productivity and profitability. The study reveals the direct connection between employee engagement and organization culture and organization performance. It proves that employee engagement is crucial for job satisfaction, and employee loyalty and retention in the organization. It creates a healthy organization culture which ultimately leads to better organization performance.

Study developed a model which will help in better implementation of engagement strategy for improving performance and retention. The study covers both white collar and blue collar employee for better understanding at both levels in emerging markets like India. This is the first such study involving both segments of manufacturing units

## MANAGERIAL IMPLICATIONS

Based on Study it is recommended that Employee engagement, Employee well-being is theoretical terms but same should not adopted at universal scale to achieve its benefits in terms of employee performance and in turn Organisational performance. Components of Employee engagement and Employee wellbeing derived in the study are constant while Drivers Employee engagement and Employee wellbeing are variable in terms of their applicability/relevance would depend upon current levels of employee engagement & employee well-being and organisational culture.

In order to achieve employee well-being objectives which have direct bearing on organisational performance in achieving organisational goals, the Organisations are to conduct detailed survey components of employee well-being and current levels of employee engagement.

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